

DELIVERING RESULTS FOR ALL AMERICANS THROUGH AN EQUITABLE, EFFECTIVE, AND ACCOUNTABLE GOVERNMENT

In order to build back better and meet the full range of challenges and opportunities before us, the Nation needs an equitable, effective, and accountable Government that delivers results for all Americans. The President is committed to ensuring the Government works for all Americans—and the Budget makes crucial progress toward achieving that goal. The Budget ensures Federal agencies are sufficiently resourced and effectively equipped to carry out their missions. The Budget would help bolster the Administration’s efforts to: center equity across the Federal Government; empower, rebuild, and protect the Federal workforce; restore public trust in the Federal Government; deliver services effectively and efficiently; enhance Federal information technology (IT) and cybersecurity; advance America’s clean energy future; and help ensure the future is made in America by all of America’s workers. Taken together, these actions will support the President’s Management Agenda as it takes shape in the coming months.

Centering Equity in Management and Policymaking Processes

The Administration is committed to delivering on the President’s promise to advance equity across the entire Federal Government, including for people of color and other underserved communities that have been historically denied fair, just, and equitable treatment.

On January 26, 2021, the President said, “we need to make the issue of racial equity not just an issue for any one department of [G]overnment; it has to be the business of the whole of [G]overnment. That’s why I issued, among the first days,

my whole-of-[G]overnment [E]xecutive [O]rder that will, for the first time, advance equity for all throughout our [F]ederal policies and institutions.” Through this action, the President has made embedding equity in Government decision-making a mandate for the leadership and staff of every department and agency. At the President’s direction, agencies are working to recognize and redress inequities in their systems, policies, programs, and processes. Agencies are directed to review policies and activities to assess whether underserved communities and their members face systemic barriers in accessing benefits and opportunities available pursuant to those policies and programs. The President also issued an Executive Order creating the Gender Policy Council and laying out a whole-of-Government approach to ensure that all policies and programs promote gender equity and advance rights and opportunity for women and girls. As discussed in the previous chapter, the Budget makes wide-ranging investments in improving the delivery of Government programs for all Americans, including funding for critical work to redress longstanding inequities in health, education, housing, and other areas.

Empowering, Rebuilding, and Protecting the Federal Workforce

The Administration is committed to respecting and partnering with career civil servants who form the backbone of the Federal Government. That is why during his first month in office, the President restored collective bargaining rights and worker protections for Federal employees. The President eliminated Schedule F, which threatened the foundations of the civil service,

and made clear that the Administration will protect scientists and other career civil servants from political interference. The President also signed an Executive Order to ensure that the Federal Government interprets Title VII of the Civil Rights Act of 1964 as prohibiting workplace discrimination on the basis of sexual orientation and gender identity.

The Budget builds on these efforts to empower and protect the Federal workforce by:

Supporting Career Civil Servants as the Backbone of the Federal Workforce. To help departments and agencies recruit and retain a diverse and inclusive Federal workforce, the Budget ensures more Federal employees are eligible for a \$15 per hour wage, and provides funding for a pay increase averaging 2.7 percent across the Federal civilian workforce, in parity with the military pay increase. The President also took steps on his first day in office to protect the health and safety of Federal employees and contractors during the COVID-19 pandemic, including enforcing the Centers for Disease Control and Prevention's science-based guidelines and directing agencies to finalize and implement workplace health and safety plans. The President also made clear that he encourages union organizing and collective bargaining by revoking Executive Orders 13836, 13837, and 13839 that made it harder for Federal workers to unionize and bargain. The President's Executive Order on Protecting the Federal Workforce also directs agencies to bargain over additional subjects of bargaining, so that workers have a greater voice in their working conditions.

Achieving Better Hiring Outcomes. The Budget supports agency efforts to expand and enhance recruitment and hiring of top talent, and to deploy more effective qualifying assessments to improve hiring outcomes. Specifically, agencies would be required to revitalize their internship programs to begin to reverse the decline in the percentage of the workforce under 30, create and fund agency talent teams, and contribute funding to a new office that would support centralized Government-wide hiring actions that improve hiring outcomes for critical positions. Further, the President's Memorandum on

Revitalizing America's Foreign Policy and National Security Workforce, Institutions, and Partnerships ordered a series of actions agencies must take to ensure that the national security workforce reflects and draws on the richness and diversity of the Nation it represents.

Modernizing the Personnel Vetting System. The Administration is leading efforts to reform how the Executive Branch conducts background checks for its workforce through the Security Clearance, Suitability, and Credentialing Performance Accountability Council (PAC). The PAC is spearheading several transformative reforms through the Trusted Workforce 2.0 initiative that will introduce continuous vetting, reduce the time required to conduct background checks for new hires, and improve the mobility of the workforce, all while ensuring the Nation's security.

Promoting Public Trust in the Federal Government

As the President has said, "[w]e have to prove to the American people that their [G]overnment can deliver for them..." The Administration is making important progress in promoting trust in Government, and the Budget advances these efforts.

Recommitting to Good Government. As part of the Administration's commitment to good government, Federal agencies are working with external stakeholders and their own workforces to develop goals and track progress to improve the delivery of Government services in key priority areas. As the President's Management Agenda takes shape and agency goals are established and pursued, the public will be able to follow progress on Performance.gov, which will be updated quarterly. By being clear about the Administration's goals, showing the public plans to get there, and being transparent about results, the Administration will continue building trust with the American public.

Ensuring Effective Implementation of COVID-19 Pandemic Relief Funds and Stewardship of Taxpayer Resources. The Administration will administer COVID-19

pandemic relief funding—including funding provided through the American Rescue Plan Act of 2021 (the American Rescue Plan)—with maximum accountability and transparency and a focus on achieving results. This requires designing programs and service delivery models that achieve equitable results while promoting transparency and supporting long-term outcomes that benefit the American people. These goals can be achieved while minimizing burden to agencies and recipients through sound financial management, a focus on program integrity, and accurate and timely reporting on data about the use of taxpayer funds.

Fostering Scientific Integrity and Evidence-Based Decision-Making. The President has made clear that it is the policy of this Administration to make decisions guided by the best available science and data. On January 27, 2021, when signing a Presidential Memorandum charging agencies to advance scientific integrity and evidence-based policymaking, the President committed that his Administration would “protect our world-class scientists from political interference and ensure they can think, research, and speak freely and directly to me, the Vice President, and the American people.” Evidence-based policy-making and program evaluation are critical in addressing systemic inequities and injustices and maintaining the public’s trust. The Administration’s commitment to evidence-based policy-making and program evaluation is reflected in the prioritization and design of the Budget’s historic investments in addressing climate change, environmental justice, health security, and pandemic preparedness and will be equally central to implementing these initiatives. Agencies’ Learning Agendas and Annual Evaluation Plans should reflect their plans to build evidence in these and other priority areas.

Delivering Government Services Effectively and Efficiently

Improving Customer Experience. The Federal Government administers a wide array of programs on behalf of the American people, but implementation efforts often fail to adopt a

human, customer-focused mindset—preventing these programs from reaching all those they are intended to benefit and serve. The Administration is implementing a comprehensive approach to improving the access, equity, and overall delivery of Federal services, which includes improving customer experience management. The Budget supports the Nation’s highest impact service providers across a variety of agencies to deliver on their annual Customer Experience Action Plans. This includes, for example: increasing the use of remote inspection capabilities to enable families to send the Federal Emergency Management Agency digital video and images of disaster property damage for verification and validation; making it possible for individuals to request a call back, rather than waiting on the phone, for more Internal Revenue Service functions; collecting customer feedback on interactions with the Transportation Security Administration from passengers that experience secondary screening; and adapting the design of new “journey to discharge” approaches at the Veterans Health Administration for patient information to reduce preventable adverse events within three weeks of discharge.

Delivering Better Services through Design and Technology. Too often, outdated tools, systems, and practices make interacting with the Federal Government cumbersome and frustrating. The COVID-19 pandemic laid bare and exacerbated the Government’s technology and service delivery challenges in a time of immediate need. Recognizing this, the Administration requested and received \$200 million through the American Rescue Plan for the United States Digital Service (USDS) for a multiyear investment in the USDS mission to use design and technology to deliver better services to the American people. USDS quickly deployed teams of seasoned operational engineers, service designers, product managers, and procurement experts to bring best practices and new approaches to these technology challenges, ensure access and equity are integrated into products and processes, and help agencies modernize their systems for long-term stability. USDS is integrally engaged on American Rescue Plan projects and Administration priorities for

COVID-19 pandemic vaccines and testing, economic rescue and recovery, environmental justice, and immigration reform.

Enhancing Federal IT and Cybersecurity

Modernizing Federal IT Systems. In a world of constantly evolving technology and expanding cybersecurity threats, the Administration recognizes the critical need for additional investment in enhancing Federal IT to improve service delivery to the American public. To support agencies as they modernize, strengthen, and secure outdated information systems, the Budget includes \$500 million for the Technology Modernization Fund (TMF). This builds on the substantial down-payment provided by the Congress in the American Rescue Plan to address urgent IT modernization challenges, bolster cybersecurity defenses, and improve the delivery of COVID-19 pandemic relief. The TMF would continue to serve as the predominant vehicle for delivering improvements to public-facing digital services, enhancements to cross-government collaboration, and modern technology designed with security and privacy in mind.

Bolstering Federal Cybersecurity. Cybersecurity will continue to be a key focus in protecting this Nation's security, and recent, significant cybersecurity incidents highlight the long-standing need to modernize Federal IT systems and augment cybersecurity capabilities. The Budget contains \$9.8 billion in cybersecurity funding to secure Federal civilian networks, protect the Nation's infrastructure, and support efforts to share information, standards, and best practices with critical infrastructure partners and American businesses. This funding includes \$110 million for the Cybersecurity and Infrastructure Security Agency (CISA) and \$750 million to agencies affected by recent, significant cyber incidents to address exigent gaps in security capability. These resources would better enable Federal agencies to protect technology and safeguard citizen's sensitive information from the threats posed by cyber criminals and adversaries. Agencies will continue to improve

cybersecurity practices, implement supply chain risk management programs, develop coordinated vulnerability disclosure programs, and improve cyber threat intelligence analysis. The Budget also provides \$15 million to support the Office of the National Cyber Director established in the William M. (Mac) Thornberry National Defense Authorization Act for Fiscal Year 2021.

Improving the Federal IT Workforce. To support the Federal IT and cybersecurity portfolio, the Budget proposes to identify and address critical skills gaps across the IT and cybersecurity workforce. The Budget invests in innovative programs that improve the Government's ability to recruit, retain, and train a workforce that can build, maintain, and secure Federal information and information systems. The Administration is focused on continuing the use of reskilling and upskilling training programs to address critical knowledge skills gaps by reinvesting in existing employees. Moreover, the American Rescue Plan includes resources for USDS and CISA to hire information technology and cybersecurity experts.

Ensuring the Future Is Made in All of America by All of America's Workers

Supporting America's Workers and America's Clean Energy Future through Federal Contracting. The Administration will leverage over \$600 billion in annual Federal contracting and other Federal assistance—nearly \$260 billion of which is spent on manufactured goods each year—to provide good-quality jobs to American workers in manufacturing by strengthening domestic sourcing requirements. This includes the establishment of a Made in America Office within the Office of Management and Budget that works with the Office of Federal Procurement Policy to ensure taxpayer dollars support American manufacturing. Agencies will also leverage their vast buying power to advance racial equity using procurement strategies to expand and strengthen the Government's contracting base, especially in underserved communities, and drive forward America's clean energy future. For example, the Budget invests \$600 million to assist agencies in transitioning to clean and zero-emission

vehicles for Government fleets and associated infrastructure, leading the way for a cleaner transportation network across America. The President also issued an Executive Order on April 27, 2021 requiring Federal contractors pay their employees—hundreds of thousands of workers who are working on Federal contracts—a minimum wage of at least \$15 per hour. These workers are critical to the functioning of the Federal Government: from cleaning professionals and maintenance workers who ensure Federal employees have safe and clean places to work; to nursing assistants who care for the Nation’s veterans; to cafeteria and other food service workers who ensure military members have healthy and nutritious food to eat; to laborers who build and repair Federal infrastructure.

Providing for a Modern and Diverse Federal Acquisition System. The Federal Government’s ability to effectively meet its many missions requires support from a diverse and resilient contractor base of small, medium, and large entities that consistently produce

high-quality products and services with strong customer satisfaction. The purchasing power of the Federal Government has the potential to have a transformative impact on women-, veteran-, and minority-owned small businesses and create generational wealth for business owners from traditionally underserved communities. To meet this dual challenge, the Administration will pursue agile, innovative, outcome-based, and equity-focused, acquisition processes. This will include a dedicated effort to eliminate barriers that small businesses in underserved communities face when competing for contracts. In addition, the Administration will provide the acquisition workforce with supplier and market intelligence data at the point of need, so they can work productively with contractors from across the Nation to achieve more for each taxpayer dollar by, among other things, promoting buying as an organized entity and using strategic business practices. Additional emphasis will be placed on partnering with entities that leverage domestic supply chains, and sources that apply climate-friendly and sustainable practices.